CHAPTER - II

REVIEW OF LITERATURE

This chapter on Literature Review gives a summary of the appropriate and important literature on the subject of the study in general and the statement of the research problem. The researcher has critically reviewed the existing literatures and different studies on Human Resource Management particularly in Non profit development sector. The researcher also discusses on the different concepts in NGO management with reference to human resources. Reviews have also been done on the major functions of HRM.

The role of NGOs has become more visible and significant in the educational, social, economical and environmental fields. It has become a major force that influences policies and programmes of states, nations, international level bodies such as the United Nations. Similarly, it is encouraging to learn that lot of literatures and studies are emerging on NGOs and their efforts.

Wesarat and Mohmad Yazam Sharif (2013), the authors of the research study titled, “A Qualitative Investigation on Work in NGOs: The Case of Songkhla Province of Thailand Phathara” explain the concept of work in Non-Governmental Organizations (NGOs) especially in Songkhla province of Thailand. They have established that the nature of operations of NGOs is not the same as that of the corporate or government. It is exactly true. The researchers have enquired about two characteristics of professionals working in
NGOs. They have studied whether subjective and objective aspects of professionals influence their interventions. Subjective aspect like work satisfaction may differ from person to person. Objective aspect includes the work conditions such as flexible work hours, compensation, etc. This qualitative study followed a mixed methodology and highly professionals were interviewed, observed and some valuable documents were reviewed to obtain data. This study showed that the NGO professionals had given high values on the subjective aspects of work such as work satisfaction, commitment, service orientation and they had never accorded importance to career development or compensation. Many of them had worked without remuneration for many years. Thus they have given less importance to objective aspects of work. It has reiterated the fact that NGOs operate entirely on different style, motive and nature.

Esther Wangithi Waiganjo & Elegwa Mukulu (2012), in their research work, entitled “Relationship between Strategic Human Resource Management and Firm Performance of Kenya’s Corporate Organization” examine how strategic human resource management impacts firm performance from various critical perspectives. Rapid environmental changes, competition to provide innovative products and services, changing customer and investor demands and globalization have become the standard backdrop for firms. Sustained competitive advantage could be generated from a firm’s human capital by designing strategic human resource management to diagnose a firm’s strategic needs which is required to implement a competitive strategy and
achieve operational goals. Effective human resource management strategy systematically organizes all individual human resource management measures to directly influence employee attitude and behaviour in a way that leads business to achieve its competitive strategy. Finally, this article develops a conceptual framework that explains the relationship between strategic human resource management, competitive strategies and firm performance. This can be helpful to effective NGO management system. As the study has revealed, strategic human resource management practices, viz. training, motivation, incentives, non-economic benefits definitely influence performance and it results in the achievement of the goal of an organization.

Baruah Papori and Barthakur Bhaskar Jyoti (2012), have made a study on “Human resource management practices and its outcomes: A case study on women employees of the Non Government sector, Siddhant-a journal of decision making”. This study elucidates the impacts of human resource management practices on the women employees working at the Non Government Organizations. The study reveals that providing space for women staff to undergo in service training and development of capacities will boost their interest, commitment and hard work. In addition, the sustained process of performance appraisal would further motivate them and stimulate their performance and achievement of the goal of the organization. The findings of the study reveal that intensive training to the women employees enhances their level of job satisfaction and commitment and performance. Meaningful training
and development opportunities serve as motivation factor for women employees to serve the organization for longer duration and thus staff turnover is reduced and curtailed.

Pankaj Tiwari and Karunesh Saxena (2012), the authors of the research work, “Human Resource Management Practices” emphasis that Human Resource is the most important asset for any organization. Though acquiring right staff involves a long and difficult process, it has reasonable advantage over others if an organization succeeds. They reflect that unlike handling technology, management of human resource of an organization is truly a herculean task. However, they believe that recruitment, selection, retention and other managerial functions should be supported by effective HRM systems and practices. They also find that human resource management contributes to advancement of organizational behaviours, building competency and thereby improving performance of staff. As per this research, HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. The study also reveals that that HRM practices are affected by external and internal factors and directly or indirectly affect other variables such as employee’s attitude, employee employer relations, financial performance, employee productivity etc. They have truly contributed to the HRM poor of resources. They insist that HRM policies and practices have to be updated from time to time and improved to suit the
requirements of the organization and its changing trends. It is a good piece of suggestion for NGOs in the field of social development since NGOs are change agents and the world looks to them for guidance and innovation in this regard.

Mohammad Hafiz and Al-Jabari (2012), in their book on “Factors affecting human resource practices in a sample of diversified Palestinian organizations,” have analyzed the factors that affect HRM practices in various organizations. The study, which aims to generate greater understanding of the factors affecting HR management, reveals that the size of the organization determines the mode and extent of application of the HRM practices. The larger an organization, better will be the effectiveness and efficiency of HR systems and practices. The significant finding of the study is that the non-government organizations (NGOs) implement HRM practices better than the other private and government entities. The study also holds that merit based compensation enhances performance and positive results. Whereas, salary or promotion in government departments depend upon the seniority of the staff but NGOs accord importance and weight to both seniority and merit. The study is more relevant in the context of Palestine where the study has taken place. In Indian, context, NGOs and private sectors have gone miles ahead in developing different theories of management of HR. It just reiterates the formal and regular functions of HRM.

Ayesha Tabassum (2012) has published a case study on “Performance appraisal practices in a developing country: Case study of an NGO in
Bangladesh”. In this paper, the researcher specifically analyzes the functioning of an NGO in Bangladesh. He narrates that the Non-governmental organisations (NGOs) in Bangladesh are engaged in various social development and poverty reduction programme. However, NGOs encounter numerous issues in managing the human resources. There is high level of exodus of staff in NGOs. Retaining qualified and meritorious employees remains a major challenge. The research reveals that NGOs have started practising Performance Appraisal system for recognizing and rewarding best performers through increment, promotion and other incentives. Performance appraisal is being increasingly followed by many NGOs as it contributes to the success of an organization. Performance appraisal system requires data collection process on a regular process and it also ensures proper planning and role clarity. Performance Appraisal system has standard criteria, process and specific tools. Competent HR is required to conduct the performance appraisal. The study finds it as a motivation factor. It will help the NGO improve the organizational achievements.

Chidi O.C. (2012), the researchers of the study on “Promoting Ethical Human Resource Management Practices in Work Organizations in Nigeria: Roles of HR Professionals” discuss the concept of ethics which cuts across professional and personal behaviour. According to them, ethics in the context of HRM focuses on three areas, viz. Professional behaviour, Personal values and organizational standards. The researchers proclaim that the ethical standards in an organization are nothing but guiding principles and policies of that
particular organization. The researchers widely discuss on the ethical problems related to HR management. They also have reflected on the different theories of ethics in HRM. The study elaborates on ethical issues in each of the HR functions such as selection, recruitment, compensation, reward management, training and development, performance appraisal and other personal and professional issues like gender equity, harassment, and communication and so on. Though the study is conducted in a specific context with a specific work organization, it can be applicable to all NGOs and other institutions including that of the government departments. It is a cross-cutting element which every human being especially people working with NGOs have to nurture.

The researchers Nisha Nair and Neharika Vohra (2011) have presented a study paper on “The Case of OD in an NGO in India”. It reports on the organizational development process which is getting increasingly popular today. Organizational development process is taken up by NGOs to review their entire system and structure for better performance and management. It is said to be a long process and the researchers say that it took quite a few months for the OD process carried out in the particular NGO. They further explain that OD process is a participatory approach in which all stakeholders from top to bottom get involved. The researchers have made a report on the OD process conducted with an advocacy oriented NGO in India. It paves way for the organization to diagnose the whole structure and systems practiced and the major focus goes on HRM related matters. Generally NGOs take up OD
process when they feel the need for change within the organizations. There are standard methods and procedures to carry out the OD process. It has to be facilitated by an expert from outside or a team of experts in the field of development. This exercise best suits NGOs to be more relevant and competitive in their field. The researchers with a management study background have done their best with innovative methods.

Kathleen O'Reilly (2011) has conducted a case study and come out with a thought provoking paper titled, “We are not contractors: Professionalizing the Interactive Service Work of NGOs in Rajasthan”. In this article the researcher uses a case study from Rajasthan to explain how the conflicts that have been generated by recent trends in development funding are taking a specific shape at the scale of NGO workplaces. The NGOs have been taking up various steps to professionalize their organizations. This has altered the practices of NGO-client interactions and the hiring priorities of NGOs. The researcher also uses the framework of interactive service work to argue that the close relationships existed previously between the fieldworkers and clients have become shallow encounters, characterized by a relative interchangeability of provider and customer. The work place stress has made the workers of the NGO lose interest and commitment to work and it is evident from the fact that the field workers have lost their skills and interest in the work and hence moved out of the NGO. This staff exodus ultimately affects the work and continuity and quality of work. Loosing qualified and experienced staff is a
loss to the NGO. The causative factor in the process is identified by the researcher as caste conflict which has adversely affected the sentiment of the labour force. This study has come out with right findings and suggestions to improve the internal factors that helps NGOs improve its sustainability and quality at work. The study has really added salt to the previous literature available for NGO management.

*Stephen J Perkins & Geoff Leonard, (2011)*, the authors in their study on “Reward Management - Alternatives, Consequences and Contexts” analyse the reward systems, both financial and non-financial, administered by the NGOs. Much of the literature concerning employee reward is informed by the twin disciplines of economics and psychology. It signals the presence not only of phenomena concerned with macro-economic market transactions and/or individual micro perceptions and responses but also of ethical, moral, political, social and technological factors as well as managerial strategies and responses from parties to employment systems. Based on this understanding the employee rewarding has been classified into two major categories namely extrinsic and intrinsic. The extrinsic rewards are tangible or ‘transactional’ ones for undertaking work in employment on the one hand, and intrinsic rewards are derived from work and employment on the other hand. In other words, it is known as financial and non-financial rewards.

*Katherine McKenzie (2010)* in his paper on “Organizational Culture: An Investigation into the Link between Organizational Culture, Human
Resource Management, High Commitment Management and Firm Performance” elaborates on the concept of organizational culture. It primarily explores the relationship and different views between HRM and culture. Though there is a number of challenging views as regards to the HRM culture link, it is commonly found that HRM practices influence organizational culture, by providing employees the information that impacts their assumptions, values and attitudes. This paper also explains that certain HRM practices shape work force attitudes by framing employee’s perceptions about the organization. It further leads to higher levels of job satisfaction, retention and motivation; all of which influence an organization’s performance. The paper concludes that there are a number of other organizational elements that provide a link between HRM and positive performance. Organizational culture has been shown to be an important aspect of a firm, as it can, and does affect employee’s behaviours, motivation and values. The study at hand elaborately dwells with organizational culture which is often shaped by organizational norms and practices. The researcher further adds that.

Anu Singh Lather and Harsh Sharma (2010), the researchers of the paper titled, “Impact of national and organizational culture on mentoring environment in Indian context” explain the importance of familiarizing and sensitizing the employees towards organisation culture and their job context is addressed by HR professionals through various approaches. Of these approaches, mentoring intervention has acquired a prominent place. However,
in instituting mentoring programmes, organisations often neglect broader cultural issues both national and organisational. This is all the more true in the case of Indian organisations wherein lesser emphasis is given on local social situation and its impact on employees in terms of their attitude towards mentoring. The researchers have adopted case study approach to substantiate the conceptual tenets of the proposed model. It is argued that mentoring is a culturally sensitive process and hence the organisations have to be sensitive to the social context while implementing any mentoring initiative.

Aditi Mitra (2010), the author of the research paper on “Feminist organizing in India: A study of women in NGOs” argues that the literature on the management of feminist organizations differs from other organizations because these organizations are committed to the ideology of promoting an egalitarian structure within and outside the organization. But the recent studies found out that there has been a change in thinking about the ideology of the feminist organizations. Many scholars say that the feminists should understand the existing different forms of freedom and avoid taking position on one particular form. Also, they suggest that the women should contextualize their organizations. There is nothing much said about the of women's non-governmental organizations (NGOs) and upper and middle class women who choose careers as volunteers and activists in the international feminist literature. This study further examines the personal motivations and complex opportunities as regards the careers in feminist organizations. Using a feminist
standpoint framework, a snowball sample of twenty-one women is interviewed. The data reveals unique dynamics associated with careers in NGOs with a feminist mission and structure in India.

The researchers, **Mahalinga Shiva and Damodar Suar (2010)**, in their study on “Commitment and NGO Effectiveness: Transformational Leadership, Leader-Member Exchange, Organizational Commitment, Organizational Effectiveness and Programme Outcomes in Non-Governmental Organizations” investigate whether transformational leadership influences leader–member exchange (LMX) which enhances organizational commitment of the members. Also, it marked further examination to have a better understanding on the direct influence of the transformational leadership in the organizational commitment. The study applied different tools to test the influences of organizational commitment in enhancing NGOs’ effectiveness that becomes the base for achieving programme outcomes such as improved health, increased income, quality education and improved living conditions of the villagers. The study was conducted in Jharkhand state and the required data and information were collected from 312 NGOs functioning in the rural areas of the state. Data on different aspects related to organization and programme management were collected from NGO personnel using standard instruments, and programme outcomes on health, income, education etc. were from the representatives of the villagers using visuals. The study revealed that transformational leadership directly influences LMX that furthers organizational commitment. Study
findings clearly indicate that the organizational commitment of the staff members further enhances NGO effectiveness. NGO effectiveness is realized in achieving the results of its programmes and projects. Even though there is no direct influence of transformational leadership in improving organizational commitment but it fosters favourable LMX that ensures organizational commitment of the employees that positively influences NGO effectiveness, which helps improve the living conditions of the people in the target constituencies.

Michael Armstrong (2010) has written a book titled “Armstrong’s Essential Human resource management practice: A Guide to People Management” which serves as a true guide to some best management practices. He suggests that all the activities implemented in the organization for the employees to acquire more skills, capabilities and knowledge will lead them to learning and development. They contribute to a large extent towards realising the organization’s objectives and enhancing the capabilities of all the stakeholders. Everyone in the organization should be encouraged and given the opportunity to learn and develop his/her skills and knowledge to the maximum of their capacity. Hence, the organisation should provide the employees with learning environment, programmes, events or guidance to learn and develop in line with the organisations framework.

Ahmed Hassin (2009), in his research study titled, “The link between operations strategy and human resource management for NGOs working in unstable environments” discusses elaborately the link between the operational
strategy and strategic human resource management for non-government organizations. As it is widely accepted human resources are great assets for the humanitarian organizations to plan and implement their operations strategies. This paper shows how the human resource management systems and practices should be more proactive and responsive to any change in the operational environment. Strategic human resource management could lead the NGOs to organizations’ competitive advantage. It provides an enabling environment for the stakeholders to interact better with each other and help the organization implement the programme activities effectively. It further increases the efficiency of the organization in implementing the operations strategies. In addition, strategic HRM would pave way for employing multi skilled staff who can easily be tuned to the requirements of the organizations particularly to implement various activities. The author has brought out the intrinsic link between Information Technology and Human Resources in executing the operations strategies of the organizations. He also cites an example from Iraq on NGO staff operating in an unstable context to explain how HRM should be proactive and responsive even in unstable situations to meet operations targets. The paper also advocates the need for having a systematic plan for enhancing the human resource of the organizations.

Chandrashekar, S.F. (2009) in his study on “Employee Engagement as a Function of HRD in NGOs A Study of NGOs Employees in South India” expresses dissatisfaction over the status of NGOs in the society. He
argues that Nongovernmental sector has developed quite consistently over the years while addressing the gaps which were neither considered nor paid attention to by the state and the corporate bodies. NGOs have been known as non-profit, voluntary, service/development oriented systems working for the benefit of the sections of the population and also for the members of such organizations. A larger percentage of such members include those who work on the function of the spirit of volunteerism and altruism. Often NGOs have been critiqued for their over-concern for the development of the needy than for their concern for the development of their employees. Thus, this research paper attempts to explore to what extent the select larger NGOs working in South India paid attention to their HRD and to what extent their employees are engaged consequently in their work. Two hundred employees, representing all three levels of functioning, from 10 NGOs categorized as i) research and training organizations, ii) funding organizations and iii) action-development organizations have participated. Findings show that Employees perceived HRD climate and employee engagement significantly variant according to type of NGOs. HRD climate yielded a positive and significant correlation with the engagement score, according for 33.5 per cent of variation in engagement score. Implications for designing HRD programmes oriented towards employee engagement in NGOS were discussed detailing the modus operandi of the HRD schemes.
Pankaj Kumar, Prabhjot Kaur and R.K.Kalra (2009) in their joint article titled, “Role Expectations, Role Perceptions and Role Performance of Extension Personnel” critically analyse the different dimensions of role expectations, role perceptions and role performance. They define “Role” as a set of connected behaviour, rights, obligations, beliefs and norms as conceptualized by actors in a social situation. A personnel having high perception would perform high and vice versa. In same fashion expectations leads to perceptions and perceptions lead to expectations. For improving the role performance organizations has to concentrate on the elements of role, where as high role performance will lead to high perception and expectation too. They have also taken effort to present different roles expected of different cadres in an organization. According to them, extension personnel are engaged in the activities necessary for the agricultural and rural development. Every position of the extension personnel has some ascribed or desired roles which are considered necessary by its counter position or clients or self. Major segments of these for various extension personnel are like subject matter competency, programme planning and execution, trainings, services, demonstrations etc. In a suggested model all the essential elements are the basis of role expectations, perceptions and performance. All of these are interlinked and influencing each other.

as a tactical element of an organization in carrying out the regular functions of HRM namely selection, training, job design, etc. However, the researcher focuses his attention to the HRM practices that contribute to individual as well as organizational performance and growth. The study aims to analyze the contributing and hindering factors in the work situation. The researcher also examines the different theories and concepts of modern era and tries to contextualize them. The concentration is more on internal factors than the external ones. Internal factors such as performance, intellectual capital, employee relations with organization etc are analyzed in his study.

**Graeme R. Tonks and Lindsay G. Nelson (2008)**, in their study on “HRM: A Contributor to Employee Alienation? Research and Practice in Human Resource Management” explain the importance of employee commitment. Despite this focus employee commitment has declined to a point where many workers are experiencing powerlessness, meaninglessness, isolation, and self estrangement that are symptoms. Specific issues and challenges concerning alienation and commitment are explored in this paper. It is then argued that the predicament is not indicative of flawed HRM theory, but rather it results from the marginalization of HRM which is caused by the failure, intentional or otherwise, of human resource professionals to implement the commitment focused models and best practices.

**John O. Okpara and Pamela Wynn (2008)**, the authors of the book entitled “Human resource management practices in a transition economy:
Challenges and prospects, Management Research News” examine the extent to which the organizations in Nigeria use various human resource management (HRM) practices, and the perceived challenges and prospects of these practices. The author decided to focus on the human resource challenges and prospectus as there were only very few studies made to explore the impacts of human resource challenges and prospects in Nigeria. It adapts a combination of quantitative and qualitative research methods to gather required data and information. Data for the intended study were collected from 253 managers in selected firms. The study was conducted only in 12 selected companies in ten cities. Descriptive data analysis was made on the use and execution of HRM practices such as recruitment, selection, performance appraisal and training and development. Also, the author collected and analyzed the information on the challenges and prospects of HRM. The study revealed that the organizations in Nigeria follow the HRM practices, such as training, recruitment, compensation, performance appraisal and reward systems for effective management of their programmes and projects. It also identified Tribalism, AIDS, lack of right and relevant training and development and corruption as the key issues of the communities to be addressed. The author suggested the organizations to employ requisite HRM practices to enhance their professional performance. As the organizational excellence reflects positively on the economy of the country the government has to create policies to promote the above mentioned HR practices. Hence, it recommends proactive organizational and national human
resource development initiatives for achieving greater results. The results provide additional insights into HRM practices in Nigeria, a sub-Saharan African country.

*Ali, Murad (2008)* in his research study titled “HRM Practices: How theory meets the reality in the realm of Non-Governmental Organizations (NGOs) in the Development Sector of Pakistan, KDI School of Public Policy and Management” explores the HRM practices of the NGOs functioning in Pakistan. The NGOs in Pakistan have been playing a significant role in improving the socio-economic and political conditions of the country. As per the statistics available with the government there are about 45,000 NGOs in the country working in more than 40 different thematic areas. Most of the NGOs are small and community-based organizations functioning mostly in the rural areas. The research scholar says that a significant number of the NGOs are gradually improving their professionalism. They are trying to improve the organizational management systems. Human resource management is one of the key areas the organizations intend to focus more on as to enhance the quality of programme implementation processes. It is very clear from the study that the NGOs have begun to understand that HRM activities like recruitment and selection, training and career development, performance appraisal and compensation and benefits are very important for professionally managing the organization as well as its programmes and projects. This thesis also explores the HRM practices of the NGOs working for the common cause in Pakistan. It
further analyses the existing theories on HRM practices as to have a clear understanding of the implications of HRM functions on NGOs. The main focus is to explore the role played by HRM in enhancing the professionalism of the NGOs. The study also identified some key issues/challenges of HRM practices in NGOs. The research scholar suggests practical measures for improving the quality of HRM in the NGOs functioning in Pakistan.

Vasanthi Srinivasan (2007) in her book entitled, “Understanding the HR Challenges in Not for Profit Organizations from a life cycle Perspective” draws the attention of the readers to have a clear understanding of the appropriate human resource strategies and practices that NGOs have to follow in their different stages of growth. Also, it briefs the background of the not-for-profit organisations’ (NGOs) phenomenal growth in the emerging countries like India during the last two decades. It precisely explains how this growth of the NGOs has been managed. The NGOs applied a variety of organisational forms and to manage their organizations. Basically the NGOs are project organizations because their primary task is to plan and implement time bound specific projects for the development of the communities. Most of the NGOs in India obtain funds from external sources and the donors fund only for specific projects. It is expected that the projects should implement a set of activities and be short term in nature. In fact the NGOs in India often execute multiple projects simultaneously. As a consequence of this, the projects tend to gain prominence compared to the organisation. Therefore it is very important for the
NGOs to ask themselves whether they are to promote an organization or just to implement a set of projects. It is very clear from the definition of an organization that it exists for ever whereas the life of a project is often specified and limited. This article also explores the challenges that NGOs face in their lifecycle of growth—evolving from a single project-based entity into a vision-led professional entity. The NGOs move through five stages of development and each stage is accompanied by a period of crisis. It elaborately deals with each of the five stages and the corresponding crises and the resulting implications for organisations in terms of their vision, structure, strategies and human resource practices.

The researchers, Lekorwe, M and Mpabanga, D. (2007), have explored the extent to which non-governmental organizations are managed in the context of Botswana. Their research work, “Human Resource Management in Botswana” is based mainly on secondary data analysis. The results indicate that NGOs are efficiently managed in Botswana, particularly in the areas of human rights. One of the major factors impacting management efficiency of non-governmental organizations is reduced international funding, particularly after Botswana was re-categorized as a mid income country. The research concluded that the previously held fact, that NGOs in Botswana enjoyed international funding, has now elapsed. This has affected their capacity to effectively lobby, develop, deliver and sustain themselves. Furthermore, reduced financial resources have impacted the NGOs’ financial and human resource bases. Human Resources
Management and HR Development  

As noted earlier in the paper, most if not all NGOs depend on voluntary staff to run their activities and programs. NGOs, therefore, generally do not have control over the quality of labour they obtain. Their staffing levels are determined by those who volunteer their services and whether or not they have time available. Some of the personnel used to run the affairs of NGOs are not well trained to effectively carry out their duties. A lack of well trained and experienced HR limits the extent to which NGOs are able to manage their daily affairs and their capacity to effectively plan, appraise, implement, and monitor their projects and programs. The other issue is the fact that the most knowledgeable and experienced volunteers do not normally provide adequate support for NGOs’ activities partly because they are not allowed, by law, to be actively involved and partly because of the limited time they have to render their services (Lekorwe, 1999).

Mokbul Morshed Ahmad (2007) in his book titled, “the careers of NGO field-workers in Bangladesh, Nonprofit Management and Leadership” critically looks at the overall situation of the field-workers employed by nongovernmental organizations (NGOs) in Bangladesh. In general, the field workers who are directly dealing with the target communities have been undervalued and underused human resources in Bangladesh. The study applied a questionnaire survey, participant observation, and semi structured interviews of field-workers for collecting the required data and information. It was conducted in in four types of NGOs namely international, large national,
regional, and small local. The findings of the study revealed that almost all the field workers come from rural middle-class families. As the work requires rigorous physical exercise the organizations tend select the youth and most of them interviewed are young. It is to be understood that they do not join NGOs since because they have been longing for doing development work but to get employed somewhere to earn their livelihood. A good number of the field-workers in Bangladesh are leaving the job as they grow older and in the case of women after their marriage.

Hardik Shah and Sanjyot Pethe (2006), the researchers of the study titled, “Impact of organizational role stress on learned helplessness in NGOs - Implications for human resource management” analyze the relationship between Organization Role Stress (ORS) and Learned Helplessness (LH). It was perceived that the organizations have been finding ways to become more efficient and effective as to be competitive. This competitiveness also increases the stress on employees. As the dimensions of organization role stress (ORS) increase, the confidence of the employee diminishes. In order to understand better the relationship between ORS and LH, the authors chose learned helplessness (LH) as an effect of ORS and tried to find out the relationship between these two variables and what role can human resource management plays in moderating this relationship. This study was conducted on NGOs, with a sample size of 84 employees. The study reveals that there exists a strong and positive relationship between ORS and LH. Results suggest that in NGOs
helplessness has strong correlation with four factors of ORS namely Role expectation Conflict, Self-Role Distance, Role Ambiguity, and Resource Inadequacy. Based on the study, the authors suggest some HR strategies for coping with ORS and LH situations. With a view to become more competitive the NGOs have to take some crucial steps to reduce the stress and LH among the employees. Implementation of change management is one such step that might lead the organizations towards professionalism, which in turn results in to effective utilization of resources, less stress level, less LH and high morale and motivation among the employees.

Chandrasekhar, S.F and Anjaiah, P. (2005), in their study titled, “Employee Engagement as a Function of HRD in NGOs: A Study of NGOs Employees in South India” argue that HRD of the Employees in NGOs in turn will reflect the HRD of the people whom they work with. The people NGOs support are mostly poor and marginalized. The deep commitment of NGO staff will ensure welfare and development of target communities. The researcher in his study has explored the relationships between HRD environment and the employee’s commitment in NGOs working in Tamilnadu. The finding of the study reveals that supervisory and subordinate relations remain least contributing factors for employee engagement. The senior and middle level staff has developed better perception of the climate of employee initiative and encouragement as positive factors of employee engagement in NGOs. The researcher has studied various levels of employees of different types of NGOs
to get qualitative and objective results. This study is a good attempt to understand the various factors that contribute or hinder the engagement of employees of NGOs. The gaps identified by the study will be of great help to NGO managers / HRM to enhance the attention paid to HRD.

Elizabeth S. Merlot, Marilyn Fenwick, and Helen De Cieri (2005), the authors of this working paper titled, “Applying a strategic International Human Resource Management framework to International Non-governmental Organizations” explore the organizational context of International Non Governmental Organizations (INGOs). They hold that NGO field is an emerging and important sector that has been largely overlooked by management scholars. This paper primarily focuses on the Strategic International Human Resource Management (SIHRM), as a particularly important area of management for INGOs. It defines the SIHRM as “human resource management issues, functions and policies and practices that result from the strategic activities of multinational enterprises and that impact the international concerns and goals of those enterprises”. The authors take into account the a) external factors such as industry characteristics, inter-organizational networks and alliances, country/regional characteristics, funding resources and international pressure groups b) internal factors like structure, networks, life cycle, entry mode, strategy, experience, orientation, organizational culture and size and the religion and c) international concerns and goals before formulating the SIHRM. It is envisaged that the INGOs will exhibit the SIHRM values that are highly participatory with a strong
ideological drive and incorporate ideas of volunteerism. As SIHRM in INGOs becomes more formal, there will be an increasing agenda of professionalism which will result in decreased use of volunteers. It is very relevant to the NGOs functioning in Tamilnadu as most of them lack professionalism in managing the development programmes. Therefore, it is pivotal for the NGOs to frame Strategic Human Resource Management (SHRM) systems and with the participation of different key actors of the organizations for enhancing their professionalism. SHRM in NGOs will be positively related to job performance, efficient use of the resources and the impact on the community and the level of local autonomy.

Biswas and Upasana Aggarwal (2005) have made an attempt to study and understand the profile of NGOs in India. In their study on “Human resource needs of the rural development NGOs in India” the researchers have explored the nature of functioning of NGOs through mailed survey. Following are the major interrelated domains the study focuses on:

- Nature and profile of the NGOs
- Human resource size, capability and nature of human resource management
- Governance structure
- Relationship of the NGOs with Institute of Rural Management Anand (IRMA).

The authors prepared a questionnaire and sent to 630 NGOs of which only 54 responded by sending back the completed questionnaire. An analysis of
the organizational profile was made in terms of its age, nature of legal existence, mission, activities undertaken, governance structure, availability and the nature of human resource deployment within these organizations. Financial issues like annual budgets and sources of funding are the other areas of concern. The survey also focused on the transparency in human resource management and the role of human resources and institutionalization mechanisms in the organizations. Also, the study attempted to explore the future human resource requirements of the NGOs. The study revealed that the NGOs, despite their difference in the nature and size, largely focus on rural development. Based on their key focus areas of interventions the NGOs can be classified into four main categories such as Agriculture and livestock focused, Natural resource management focused, Credit linked enterprise focused and Education and health focused NGOs. Almost all the NGOs have a considerable size of human resources and there is a need for professional managers to guide and accompany the project teams.

**Beverly Dawn Metcalfe and Christopher J. Rees (2005),** the authors make reference to the presentations on “Theorizing advances in international human resource development” at HRD conferences in Europe and Asia. Of the papers presented at the conferences many have identified ‘Globalization and HRD’ as a growing area of intellectual inquiry. This paper attempts to contribute to the theoretical explorations by mapping out the terrain of International HRD theory and activities. Based on the writings of International
HRM, development economics and development sociology the authors propose to categorize the international HRD fewer than three headings: ‘global HRD’, ‘comparative HRD’ and ‘national HRD’. Also, they present a development model for making an analysis of HRD in the organizations. It is suggested that this model can be used to understand different components of IHRD and its theory formulation. It provides a greater understanding of HRD organization policy and practice within an international context. The theoretical discussion made in the paper emphasizes wider social development orientations of education and HRD.

Chung-Ming Lau and Hang-Yue (2004), the researchers have conducted a study on, “The HR system, organizational culture, and product innovation, International Business Review.” This paper makes a critical analysis of the contributions of organizational culture in linking the HR system with the development of new products and services. Even though it has been widely accepted that an innovation-oriented HR system would lead to higher level of innovation, the available literature does not adequately support this understanding. This paper mainly points out the inadequacy of such simplified view. The authors observe that a developmental culture within the organizations is the missing link between HR system and innovation outcomes. The HR system that emphasizes intensive training, performance-based reward, and team development establishes an organizational culture for favour of product innovation. Findings from a survey of 332 firms in Hong Kong
confirmed that organizational culture becomes the key factor for establishing a link between the HR system and product/service innovation.

**Manjari Sing & Sandeep Krishnan (2004),** the researchers in their study on “Strategic Human Resource Management (SHRM)” have explored a three-stage model of process in managing the HR. Formulation, implementation and evaluation are the three stages for processing the strategic human resource management. They analyze internal, external and inter-linked factors. They also have identified some general factors that deter the HR functions. Top management tend to exclude the HR manager in major decision making processes. This will hinder the process of efficient management of HR. The heads of HR is expected to represent the policies and practices that need improvement in the formulation stage. In the implementation stage, it is important that the organization has competent human resources to ensure execution of the various HRM systems based on the HR strategy evolved in stage one. In the third stage, the effectiveness of implementation of HR systems is to be evaluated for further learning and improvement. It is similar to project cycle management in NGOs. They use the terms planning, implementation and evaluation or post programme assessment. Indirectly, the researchers insist on participatory approaches and they indicate it with the term representation.

**Paul J. Nelson and Ellen Dorsey (2003),** the researchers have published a paper titled, “At the Nexus of Human Rights and Development: New Methods and Strategies of Global NGOs” which deals with the growing
interaction of development and human rights, particularly in the works of non-government organizations (NGOs). It talks about three important trends that take place in the larger society namely rights-based approach to development, joint advocacy by human rights and development NGOs, and expanded attention to economic and social rights. The authors explain in detail how the human rights groups act as the substance of the growing interaction between human rights and development. There are internationally recognized standards for Human rights to be kept as benchmarks and bases for accountability of NGOs, governments, and corporations. These standards and principles are the new sources of influence for NGOs’ advocacy. This rights based approach has become the first fundamental challenge to a market-dominated view of development that has prevailed since the 1980s. This paper examines further on the efforts of the NGOs to link human rights and development and their potential and limitations in achieving the same.

Willetts Peter (2001) gives a clear picture of the nature and functions of NGOs in his article on “Non-Governmental Organizations”. The most effective way to distinguish between NGOs is to obtain precise data on a range of different variables. The number of full-time employees, the number of members and the funding of the annual budget give measures of the size of any NGO. Opinion poll data on recognition of and support for an NGO or its goals, along with the frequency of positive mentions in the news media, give measures of its political strength. There are also more subjective variables,
such as the professional skill, knowledge and experience of the personnel that matter for both operational and campaigning purposes.

Daniel Turban, Chung-Ming Lau and Siu-Yu Lui (1998), the authors, in their book on, “Human resource practices and firm performance of multinational corporations: influences of country origin, The International Journal of Human Resource Management” investigate the effects of country origins on the human resource (HR) practices of firms from the United States, Great Britain, Japan and Hong Kong operating in Hong Kong taking the cultural values of different countries into account. In general, the results of the study supported the hypothesized differences in HR practices of firms from different countries. The outcomes of the study revealed that the HR practices like structural training and development and retention-oriented compensation were related to various measures of firm performance. It was interesting to note that country origin of the employees moderated the relationships of HR practices with firm performance. Relationships of structural training and development and retention-oriented compensation were comparatively stronger for Hong Kong firms. The authors also dwelt at length on the implications of the results.